



The relationship between leadership styles and organizational maturity of staff in the petrochemical complex in Assaluyeh

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ABSTRACT

The field of human resources is intimately linked to different functional and operational areas in organizations. Hence, it can have a remarkable impact on organizational performance in achieving organizational goals. Organizations, therefore, need effective and efficient managers and employees in order to achieve their goals towards universal growth and development. The present study intends to examine the relationship between leadership styles and organizational maturity with employees' organizational commitment in Asalooye petrochemical complex. Through a review of the related literature, Bass and Avolio's leadership styles model - transformational and transactional leadership styles- was used to determine managers' leadership style. In addition, Allen and Meyer's organizational commitment model -affective commitment, continuous commitment, and normative commitment- was used as the basis for the assessment of organizational commitment. Human capabilities model was also used to determine the level of organizational maturity. In this study, to test the hypotheses (the relationship between leadership styles and organizational maturity, organizational commitment) the independent T-test and SPSS statistical analysis software were used. The results show that there is a significant difference between the leadership styles and organizational maturity levels with the employees' organizational commitment in the research sample.

KEY WORDS: leadership styles, petrochemical complex, organizational maturity

INTRODUCTION

The field of human resources is intimately linked to with different functional and operational areas in organizations. Hence, it can have a remarkable impact on organizational performance in achieving organizational goals. Thus, this area is considered one of the key influential organizational issues in today's business. It plays a critical role in creating values in present-day organizations.. This has made it essential to conduct research into the various aspects of this area. So, the organizations can make use of the research results to improve the human resource management to create further values. In the present worlds' business, some factors such as fast technological, economic, political and social changes have made organization managers face in their behavior toward employees. However, the organizational behavior seeks scientific and applied methodologies to increase the employees' efficiency in organizations. In fact, the knowledge of organizational behaviors comes from the theories of organization and management. It is the human resource that can be positive and effective in achieving the organizational goals through suitable conduct and performance .It can also move away from the organizational goals if not or improperly guided. So, the knowledge of human resource behavior is of great importance in management. It is evident that this knowledge and maintenance of the human resources is not simply to maintain the staff in the organization, but to connect them to the organization, and to build mutual solidarity between the organization and the staff. If it is force that keeps the staff, they not only make the burdens of the organization light but they may add to its burdens when possible. So, in order to improve the employees' morale, occupational satisfaction and organizational commitment, it is essential to meet their needs in the working atmosphere. Only those managers can meet the high-order needs of

their employees who can build the suitable psychological atmosphere (organizational atmosphere) (Karaminia *et al.* 2010).

This necessitates that leadership and leadership styles be considered as serious in organizations. In other words, those organizations that think of their development strategies know that development has to be initiated by leaders and human resources. As the human force is the primary capital of any organization. Those organizations will be successful whose leaders can mobilize all these valuable capitals, and help to foster their commitment and merit. (Nasr Isfahani *et al.* 2011). Therefore, since human resource is considered as the most important element in each organization, and the organization success is dependent on the human resources, it is essential to pay attention to psychological and physical needs of managers and employees.

Statement of the problem and Research Hypotheses:

Today, the organizational environment has become so complex and difficult. Organization leaders are faced with unexpected-for challenges that call for their more flexibility in their ever-changing environment. In some organizations, we see that there is no consistency between the leaders and members' underlying beliefs, values and assumptions. These can create many problems in the employee's commitment, and decrease the employees' efficiency. It can also lead to their absenteeism or desertion. So, leadership is of a special importance in the area of human resources especially in organizational commitment in the present world's organizations (Hosseini Sarkhosh, 2010).

In other words, since organizations are faced with a global competition, they need fundamental changes and occupational creativity. The global competitive force has made the present-day organizations to adopt new methods after following invariable methods and approaches for decades. Now, the working procedure in organization is relatively stable so that may not lag behind other competitors. Most of these organizations benefit from the skills of change management skills. They are willing to create fundamental changes bravely. The organizations should act in a way that they can react to environment threats and seizing opportunities in a suitable way. This require fast and fundamental changes in organizations (Amirkabiri *et al.* 2006).

The internal environment of an organization should be in a way that it allows the employs to be aware of the reasons for, and procedure of changes. This helps them be adequately motivated. In such circumstances, the transformational managers' contribution becomes so important. In addition, it must be noted that crating widespread, fundamental changes may cause employees to lose their confidence in the organization and its structure, which can damage their sense of belongingness to the occupational environment. In other words, the employees' organizational commitment is lowered. Today, besides the competition against global competitors, organizations face an intra-organizational challenge. From one hand, they need fundamental changes. From the other hand, they are unwilling to witness a decrease in their employees' organizational commitment. So, it is essential to investigate the leaders' contribution to the organization and the employees' commitment (Amirkabiri *et al.* 2006).

In such a view, management presents the harmony between human and material resources to achieve the organizational in a way approved by the society. Organizations needs effective managers and employees to achieve their goals toward universal growth and development. A manager plays his/her part role as the official representative of the organization to create harmony and enhance the productivity. The success of the organization in achieving its goals depends on the manager's administration and effective leadership styles. As the leader of the organization, the manager can choose different effective styles to guide the human resources. The manager's appropriate behavioral patterns can create morale, motivation among the employees, and enhance their occupational satisfaction. The managers can follow the correct styles in management to obtain occupational satisfaction, organizational commitment and productivity (Mesdaghrad, 2005).

Because the organizational commitment is one of the main aspects of human resources, it is both useful and necessary to investigate the various dimensions and issues affecting its key components. Although some related studied are found in the research literature, most of these studies have investigated other factors such as the quality of work life, occupational satisfaction, the system of performance assessment, awarding approach to the organizational commitment, but the leadership and readership styles are ignored. So, research into leaders' role and leadership styles in organization becomes necessary. Therefore, the aim of present study is to investigate the relationship between leadership styles and the employees' organizational maturity (independent variable) and the employees' organizational commitment (dependent variable) in the Asalooye Petrochemical Complex as a case study.

Theoretical Framework of the Applied Models Used in the Research:

The present study is to determine the leadership styles based on Bas and Olio's (1997) statistical sample of leadership styles. This model categorizes leadership styles as transformational and transactional. In order to assess the organizational commitment in the sample, Allen and Meyer's model (1990) is also used as one of the most comprehensive classification of this element in three types of continuous, normative and affective

commitment. Finally, the human resources capabilities model (P-CMM) is used to determine the employees' maturity, and describe it in five different levels. Now let's view the applied models briefly.

Bas and Olio's Models of Leadership Styles (Evolutionary and Exchange):

Deraker (1993) believes that managers' quality and performance qualities are the key elements in the success of any organization. In fact, the organizations without competent leadership will not be so successful in creating sustainable, competitive advantages from the capital resources at their disposal. In other words, it is clear that there is an interrelationship between the leadership styles of managers and sustainable development in organization. The studies conducted by Bas (1990) supported that the decisions on about 45-65% of all the effective key factors leading to success or failure are made by leaders (Vow *et al.* 2006). One of the most comprehensive models of managers' leadership styles was proposed by Bas and Olio (1985). They divided leadership styles into two general categories: transformational and transactional.

The transactional style is based on the classical concepts of bureaucratic and legal powers in which employees receive certain rewards if they do their duty as the managers' desires. Such interactions are based on implicit agreements and exchanges between managers and employees to make clear the expectations of role, duty and goals related to the organizational tasks. In fact, the pragmatic managers focus on the organizational duties and benefit from organizational tools of reward and punishment in order to influence their employees' performance well. Such leadership style suggests that if the environment and occupation are not motivating and satisfying the employees, the transformational leadership has to emphasize on behavioral components to overcome this obstacle. So, the managers explain their expectations based on the acceptable practical standards and what employees get by materializing such expectations. (Master *et al.* 2003).

The pragmatic leaders, indeed, possess the power of contingency awarding. These leaders embark on exchanging reward against good performance and emphasize on the reward to performance and get the goals. Thus, transactional managers guide or motivate their followers by clarifying the role requirements in order to achieve the goals (Musakhani and Mohammadnia, 2006)

The main issue I apply in the transactional leadership style is the exchange process between the leader and the followers. They can influence each other based on the profit gained in a two-sided transaction. The leaders, therefore, provide the followers with what they want, and in turn, expect them to translate their request into action. In this process, the two parties- the leader and the followers- are mutually interdependent helping each other meet their needs.

Bronz (1978) stated that such leadership occurs if an individual embarks on transaction with others. Of course, in this transaction process, both parties are aware of each other's' power sources and o perspectives. Their goals is also mutually linked to some extent. They try to get the maximal benefits. Their relationship does no go beyond this transaction. In fact, they are reluctant to continue their relationship when there is no transaction. The transactional leadership takes place in such circumstances (Amirkabiri *et al.* 2006).

Bas and Olio (1995) divided the dimensions of transactional leadership in three categories of contingent reward, management by exception (the active) and management by exception (the passive). The contingent reward represents the clarification of tasks that should be done and also the reward to be received against the desired performance. The management by exception (active) seeks to actively spot and control the deviation from the criteria, norms, and rules and also to take corrective measures accordingly. While, the management by exception (passive) represents the corrective measures taken if the organization fails to achieve its goals (Von *et al.* 2011).

Bronz (1978) defined transformational leadership as a process in which leaders and followers lead each other toward a higher level of morality and motivation in order to build commitment for the organizational mission and goals. Transformational leaders attach higher priority to the organizational values and goals than their personal desires. They pay closer attention to sharing the organizational knowledge in order to solve the problems than continually presenting numerous solutions. The transformational leadership emphasizes on inspiring the employees by shaping this perspective that they can achieve goals more than what they expect through more endeavor, and that they should aim at meeting higher-order needs (Aghashahi *et al.*, 2013). In fact, these leaders try to materialize moral characteristics and transcendental ideas such as justice, truthfulness, and honor in their environment, which Bronz refers to as ultimate values. From Maslow's Hierarchy of Needs, it can be said that this theory emphasizes on meeting the followers' higher-order needs. According to Bronz, transformational leadership can be implemented by any one in any situation. In this leadership style, individuals can affect their peers and superiors like their subordinates (Hosseini Sarkhosh, 2010)

According to Bronz, transformational leaders possess leading insights making others try to do exceptional, challenging tasks. In fact, only transformational leaders are able to delineate necessary pathways for new organizations. Because they can creat changes, and are fully aware of the changes prevailing in the organization. They are in control of changes. (Amirkabiri *et al.*, 2006). Actually, they align the employees' attitudes, values and goals with the organizational goals. In other words, they gain the employees' trust, changing them and enhancing their expectations. These leaders encourage the employees' performance eventually empowering

them. Thus, the general goal of transformational leadership is to innovate, inspire and motivate the employees (Javid & Mirza, 2012).

Bas and Olio (1993) defined transformational leadership as a leadership style that takes place when the leader provokes an interest in the leaders and colleagues to regard their work from a new angle. A transformational leader creates an awareness of mission, or an insight of the organization developing the colleagues and followers for higher abilities and potentials. Additionally he or she encourages the employees and followers to think of the interests benefiting all not just themselves (Haghighifard *et al.* 2010). Bas, Olio, and Jang (1997) divided the dimensions of transformational leadership into five categories of ideal influence, inspirational motivation, intellectual stimulation, and individualized considerations. Ideal influence represents the leaders that act as strong models for their followers, creating the sense of respect, admiration and loyalty among the follower, and emphasizing the importance of strong commitment to the organizational missions. Inspirational motivation represents who motivate their followers and enhance their commitment by allowing them to participate in delineating the future outline. Intellectual stimulation takes place when leaders assist the followers in coming up with constructive innovative, and creativity. The notion of individualized considerations aims at treating the followers as individuals who can coach and inspect themselves in making full use of opportunities. This hypothesis not only teaches the next generation how to make leaders but guides the individuals 'need for self-knowledge, confidence, and personal value (Von *et al.*, 2011).

Transactional leadership	Transformational leadership
Contingent rewards, juxtaposing rewards with performance, promise of reward upon good performance	Charisma: providing insight, sense of duty, respect and pride
Management by exception (active). Looking for and spotting deviations from rules and standards, taking corrective measures	Inspiration: conveying high expectations, using symbols for focusing on attempts, clear simple explanation of goals
Management by exception (passive) Intervening if standards are not followed	Intellectual stimulation, rationality, precise problem-solving, intelligence enhancement
Unconstrained (absolute liberty) Assigning responsibilities, avoiding decision-making	Individualized consideration and attention, individualized behaviors with employees, coaching and advice

Allen and Meyer's Model of Organizational Commitment:

The organizational commitment indicates the employees' understanding of organizational values and goals, the possession upper level of participation in doing tasks and, as well as a high level of loyalty to the organization. In other words, the organizational commitment indicates a psychological agreement between organization and individuals (Downport, 2010). So, the organizational commitment has a considerable effect on many of the functional aspects in an organization. Generally, some considerations make it necessary to investigate this key aspect in organizations. They include the employees' behavior, the efficacy of performance, affective, attitudinal, and cognitive components like occupational satisfaction, the employees' roles, job, and responsibility, and their personal specifications such as age and record of service (KesKes, 2014).

Allen and Meyer believe that the organizational commitment is an attitude; or it is a psychological state indicating the inclination to, need for, and necessity of continuing activities in an organization. Based on this, inclination means heartfelt interest and wish to keep on working in the organization, and need means that an individual has to keep on working there because of his or her previous investment. In fact, commitment is like a bridge connecting individuals to the organization. This will decrease the possibility of job quit. They differentiate three kinds of commitments, and clarify the dimensions of organizational commitment in three key areas (Ansari *et al.* 2010). Affective commitment: Allen and Meyer define affective commitment as the affective dependency of individuals on organization and identification with it. So, the affective represents a form of affective dependency on the organization, which can result in an individual's identification with the organization, and desire to keep on working there. Allen and Meyer hold that an individual's feels affectively dependent on the organization when he or she considers the organizational goals as his/ her own, and is convinced that (s) he should help the organization with achieving its goals., they also say that identification with organization takes place when the personal values of individuals are consistent with the organizational values in a way that they can internalize these organizational values (Imami, 1999).

Employees who feel affectively committed to the organization, accept the organization's goals and approaches being more willing to work actively for it. So, they are more willing to display civic interpersonal behaviors like help and support. In fact, the employees who are affectively committed do as much work as possible. Affective commitment reflects an affective belongingness to the organization. Thus, it is natural that employee's affective commitment affects the organization. So, the organization has to take the employee's belongingness serious so that it can gain a better understanding of affective commitment. The less affectively an employee is committed to the organization, the easier he or she can decide to quit it. (Hassanzadeh Samarin & Esfandiari, 2013).

The continuous commitment: The second dimension of organizational commitment proposed by Allen and Meyer is continuous commitment which indicates a kind of psychological –personal dependency resulting

from the employee's understanding of what he or she will lose if (s)he quits organization. In fact, the continuous commitment consists in an individual's awareness of the price (she) has to pay for quitting the organization. This kind of commitment is the main reason for an individual to keep working for an organization in order to maintain the supposed advantages (Imami, 1999).

The continuous commitment takes place when quitting the organization means that a person has to pay the price including losing the advantages of cooperation. High continuous commitment makes it so difficult for a person to quit the organization because (s) he may face severe negative consequences. One of the factors that increases the continuous commitment is the total investment -such as time, effort, energy-which an employee has made in his or her organizational role. Imagine a scenario in which you try tremendously in years enhancing the work quality in an organization; now you enjoy the advantages of those efforts in the form of rewards and higher occupational satisfaction. If you stop working with the organization, you will lose all those advantages. The other factor is lack of alternative employment. If an employee cannot find another job, (s) he considers it as necessary not to quit the present job. Occupational alternatives are dependent on several factors including the economic state, unemployment rate, and the marketing capability of personal abilities and skills (Hassanzadeh Samarin & Esfandiar Mohammadi, 2013).

Normative commitment: The third dimension is the normative commitment that indicates the responsibility to continue cooperation with an organization. The employees who have higher normative commitment feel that they have to stay in the current organization. In fact, the normative commitment reflects a sense of duty, or obligation to work for an organization. It does not result from an individual's estimation of the price (s) he has to pay for quitting the organization (Imami, 1998).

Normative commitment takes place when an employee feels that he or she should keep on working for the organization because it is moral and right. The feeling that one should continue cooperation with the current employer originates from the personal job philosophy or ethical beliefs developed throughout one's life. They may have received psychological suggestion to stay there because of their previous experience in the company. Also, this belief may be institutionalized in the employees that long-term cooperation is a norm rather than an exception. Other than the personal job philosophy or organizational sociability, there are two other ways to create loyalty to the organization among employees. One way is to make the employee feel indebted to the organization. One more possible approach is to convert it to a charity organization. Charity business has some potential advantages. First, it can create good public relationships for the organization, and increase the inclination to buy the products and services potentially, and help to find the ideal human resources. The second way is to help the existing employees to have a better feeling of the organization, and create a deeper feeling of normative commitment. Such activities make the employees feel that they should keep on cooperating with the organization (Hassanzadeh Samarin and Esfandiar Mohammadi, 2013).

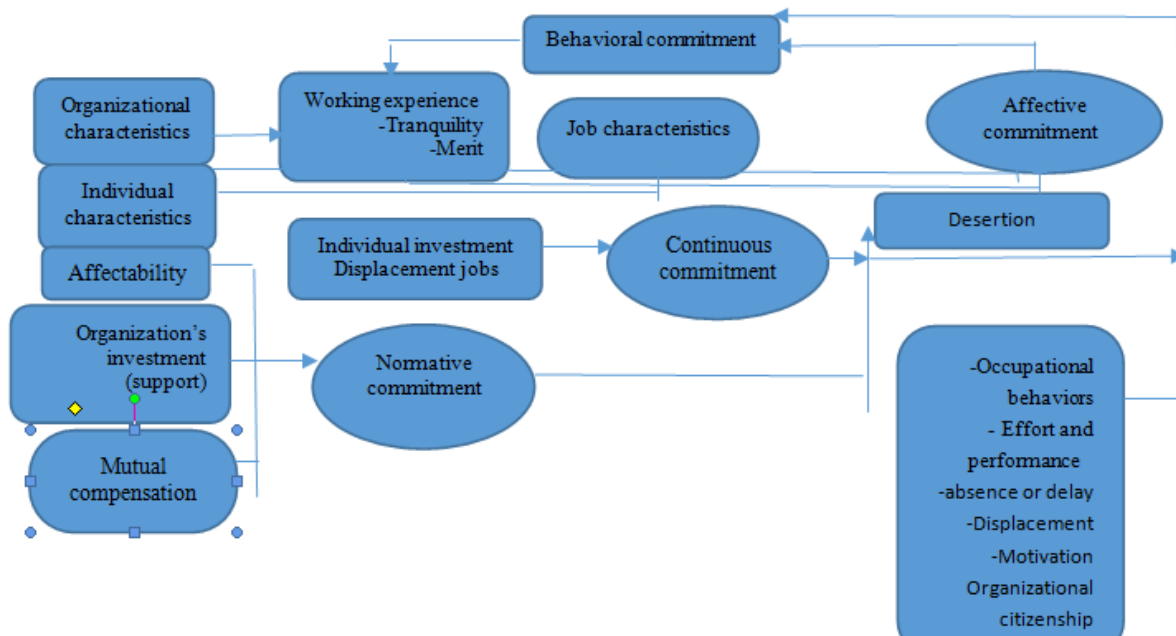


Fig. 1: Factors effective on different aspects of organizational commitment in Allen and Meyer's view (qtd in Ansari *et al.* 2010)

The Model of Human Resource Capabilities Maturity:

The model of human resources capabilities maturity was proposed by Bill Korties, Hefley and Miller (1995) for the first time. This model is an experienced set of the human resources management strategies that serves as roadmap for the continuous improvement of the employees of the organization. It considers these strategies as the human resources strategies. Since an organization cannot perform all these strategies together, this model proposes these strategies step by step (Shekari & Sheibanifar, 2003).

The success of the model of human resource capabilities maturity lies in the fact that it allows the organizations to specify the maturity of their employee affairs unlike the criteria applied in other organizations. Many criteria focus on the employees' attitude a satisfaction rather on their affairs. Although the attitude and satisfaction are important in predicting consequences such as employees' transfer, they cannot give instructions for the recognition of the measures that need correcting. Instead, the step by step framework of the model helps the organizations to prioritize their corrective measures. As this model deals with the employees' growth as an organizational process, the improvement of employees' affairs can be combined with other improvement activities easier (Korties *et al.* 2009).

Maturity Levels in the Model of Human Resource Capabilities Maturity:

The model of human resource capabilities maturity deals with the improvement and management the work force describing the gradual improvement from the immature process -with an approach toward quality improvement and efficacy- to a mature process. This model consists of five maturity levels. One is a level of gradual progress in most of process-related areas of the organization, which is apt to change for reaching a new level of organizational change. So, an organization reaches a new level of maturity when a system of intended approaches for capabilities and results have changed to new forms. All these five maturity levels indicate a different level of organizational capability for different levels in offices and improving the job sources. All included a base to continuous managing and improving human resources. Each maturity level serves as a basis to build on and work for continuous improvement equipping the organization with highly effective tools for developing its employees' capabilities. The nature of changes imposes different ways to reach each levels of maturity on human resources as follows (Shekari and Sheibanifar, 2013):

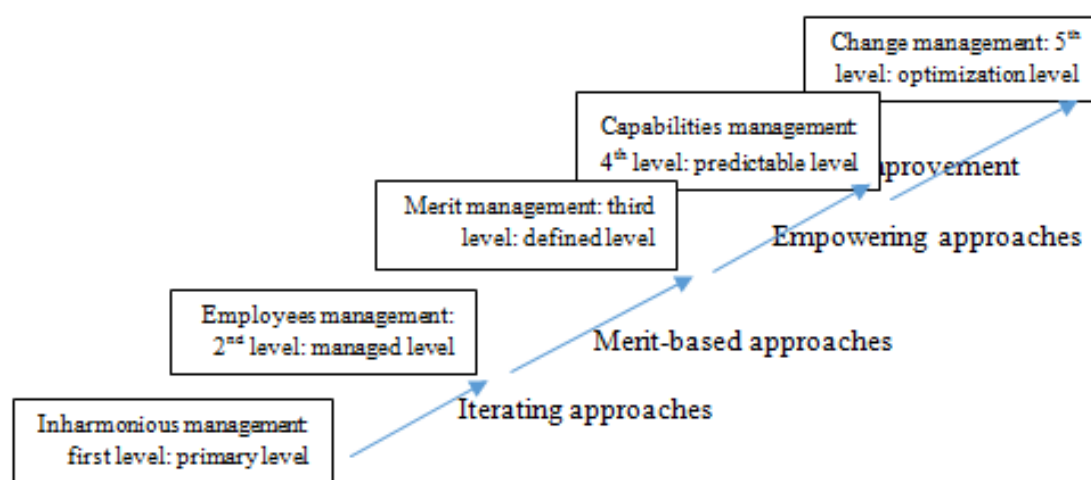


Fig. 2: Five levels of maturity based on the maturity model of employees' capabilities (Korties *et al.* 1995)

Primary level: There is no consistency and stability in organizational activities. The organization lack a coherent and uniform procedure for performing the activities and tasks related to human resources. Most processes are temporary. They are revised based on new situations. The procedures seems to be irregular and chaotic, so there is no possibility for improvement.

The managed level: The goal is to accept responsibility to manage and train individuals. In this level, the organization should provide a basis for common processes. The management must create a sustainable environment for doing professional work, so the required conditions for managerial basic controls must be provided so that individuals are enabled to resume and iterate the activities.

The defined level: The goal is to create and foster the capabilities of human resources and to integrate with the strategic orientations of the agency. The organization should recognize best activities, and align them with common processes. The unique processes of environment are combined with the specific processes of the sustainable environment, then documented and integrated. The organization should define the standardized processes for professional business. This builds an underlying foundation for the professional culture.

Predictable level: The goals of this level include empowerment and integration of the capabilities of human resources, and quantitative performance management. In this level, the quantitative perspective should govern the design, implementation, and utilization of the systems of human resources.

Optimization level: In this level, the goal is to make continuous improvement, and to integrate the personal capabilities of group and organization. The organization make use of profound, quantitative knowledge to make continuous improvement to the processes. With regard to the data at hand, the organizations can recognize which processes can better benefit from the continuous improvement activities. The transformational management appears as a perpetual, sustainable thinking throughout the organization (Nayebi and Nayebi, 2008).

Process Fields Associated with the Maturation Process of Human Capabilities:

The process fields in each level of maturity create an interconnected system of processes that if they are implemented collectively they can meet a set of goals that share the capability of reaching a certain level of maturity. The process fields determine both the capabilities that should be established to reach a maturity level, and the measure that the organization has to take for the improvement of its employees' capabilities. There are twenty two process fields in the five levels of maturity model of the employees' capabilities. Each level of maturity consists of several process fields except for the primary level. The following table shows the process fields and their specific evolutionary levels (Shekari and Sheibanfar, 2013).

Conceptual Model of the Research:

Since the present study is to investigate the effects of management style components and employees' maturity on the organizational commitment in Asalooeye Petrochemical Complex, the conceptual model of the research is presented as follows:

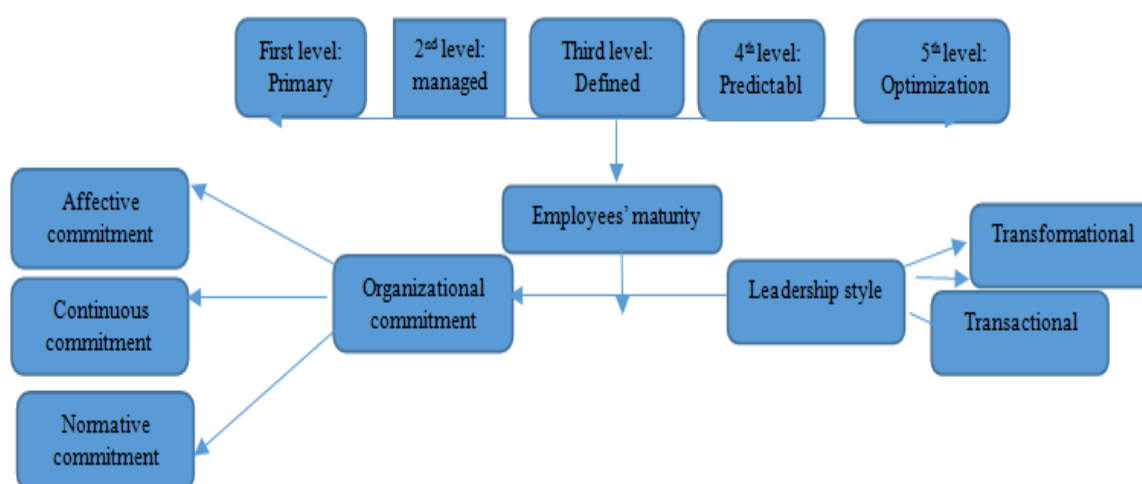


Fig. 3: The conceptual model of the research (researcher-made).

Research Methodology:

The applied research is a study that is conducted to improve and perfect the behaviors, methodologies, instruments, products, structures, and patterns used by different societies based on the results of fundamental research. Its main goal is to develop applied knowledge in a certain field (Khaki, 1999). The main goal of the present study is to investigate the relationship between leadership styles- transformational and transactional- and employees' maturity levels with organizational commitment -affective, continuous and normative- among the employees of Asalooeye Petrochemical Complex. So, the research is an applied study. The current study is descriptive, and the research design is a survey. In descriptive research, the aim is to describe the conditions or phenomena under study. This method considers the current describing it on a regular and systematic basis. When necessary, it considers the relationships between the variables. The survey research is used to consider the distribution of the population characteristics. In this method, a sample is selected as the representative of the population, and the parameters of population are studied. (Khaki, 1999).

Population and sampling:

The population is a group of people or units having at least one common attribute (Sarmad *et al.* 2001). Since the research was conducted in the Asalooeye Petrochemical Complex, the population included all senior and practicing active employees. Based on the conducted studies, ten petrochemical units operate in this

complex, which were selected as the population. The sample included a limited number of the units of the population which represent the main characteristics of population (Sarmad *et al.* 2001). With regard to the nature and purpose of the research, two groups of participants were selected as the sample: the managers to determine the leadership styles, and the employees to determine the maturity level and organizational commitment. So, the stratified sampling was selected. In this sampling, the participants are divided in strata based on the characteristics that distinguishes them from each other, then the requires, suitable number of participants is selected randomly or through a systematic randomized approach. Generally, the heterogeneous populations in which distribution is different, stratified sampling is effective. In the present study, participants were categorized into two general groups: managers and employees, then the sample of each group was selected randomly. In fact, with regard to the research nature, the senior managers were selected as the sample in order to determine the leadership style. So, the CEOs, deputy CEOs, Chairmen o and Presidents of petrochemical units were selected as the population of managers and leaders.

Since the number of senior managers was limited, all of them were selected (40 participants) as the sample to determine the leadership styles. Also, in order to evaluate maturity level and organizational commitment, the employees sample was selected. Due to the large number of the employees, Morgan table was used to determine the sample, and 346 participants were selected among 3500 employees. After determining the sample, a questionnaire was distributed among them. 330 questionnaire sheets were completed and handed in. It was revealed that that 95% of questionnaires were answered.

Data Collection:

Three questionnaires used to gather data: 1) the Managers' Leadership Styles Questionnaire: This questionnaire was proposed by Bas and Olio (1997). It contains 36 five-option items -never, rarely, sometimes, often, and always- with the scores of 1-2-3-4-5 respectively. This questionnaire is to consider different kinds of leadership styles as transformational leadership in five dimensions: characteristics of an ideal, the ideal behavior, inspirational motivation, intellectual stimulation and individualized consideration; the transactional leadership consists of contingent rewards, management by exception (active), management by exception (passive); and the leading non- interfering, 2) the questionnaire of organizational commitment: this questionnaire was designed by Allen and Meyer (1990) . It contains 24 in five- option items -strongly agree, agree, no, disagree, completely disagree- with the scores of 1-2-3-4-5 respectively. This questionnaire examines the different dimensions of organizational commitment including affective commitment (items 1-8), continuous commitment (9-16) and normative commitment (17-24), 3) the questionnaire of employees' organizational maturity: This questionnaire was designed based on the maturity model of employees' capabilities (P-CMM). It contains 22 five-option items -strongly agree, agree, no, disagree, completely disagree- with the scores of 1-2-3-4-5 respectively.

In order to determine the reliability and validity of the questionnaires, the content validity and Cronbach's alpha were used. Both the reliability and validity of the instruments were confirmed.

With respect to the specified factors in the research (the managers' leadership style, the employees' organizational commitment and organizational maturity in the Asalooye Petrochemical Complex), the relationship between variables and inferential analysis of data were considered. The results of managers' leadership style showed that 24 manager (58%) fell under transformational leadership category, 12 managers (31%) in transactional leadership, and 4 managers (11%) were in non- interventionist style of leadership.

Regarding the organizational commitment, the results showed that 50 employees (15%) had lower organizational commitment, 165 employees (50%) average rate, and 116 employees (35%) had higher organizational commitment. Also, as for the employees' maturity level, the results showed that 86 employees (26%) had lower maturity (managed level), 178 employees (54%) average rate (defined) and 66 employees (20%) had higher rate of maturity (predictable levels).

Data Analysis:

With the completion of data collection, an analysis was carried on the questionnaires. So, the results of leadership style questionnaire determine how many manager of were placed in transformational leadership style or transactional or non-interventional styles. Also, the number of employees with high, average and low levels of organizational commitment was determined through the Organizational Commitment Questionnaire. Moreover, the organizational maturity was considered as the intervention variable. The analysis of the statistical results show that the employees in the selected sample can be place in which level of organizational maturity: managed, defined, predictable, or optimized.

In order to examine the relationships between the independent variables -the managers' leadership styles- and dependent variables -employees' organizational commitment- inferential analyses were used. The independent-t and SPSS software were used to test the hypotheses -the significance test to see if there is any significant difference between employees' organizational commitment and the leadership styles- transformational and transactional- or not.

The Test of the Main Hypothesis:

As the main goal of the research is to determine the managers' leadership styles and employees' organizational commitment in the Asalooye Petrochemical Complex, and based on to conceptual model to achieve this goal based, the main hypotheses is presented as follows:

There is a significant difference between the organizational commitment among the employees whose managers used transformational and used transactional leadership styles.

The t-test can show if this hypothesis can be confirmed. The confirmation of the hypothesis paves the way for the main goal of the research namely the relationship between the managers' leadership styles and employees' organizational commitment. So, an independent t-test was used to test the hypothesis as follows:

H₀: There is no significant difference between the employees' organizational commitment and managers' transactional or transformational styles.

H₁: There is a significant difference between the employees' organizational commitment and managers' transactional or transformational styles.

The results showed that the level of significance is lower than 0.05, so the null hypothesis is rejected. In fact, H₁ is confirmed. This shows that There is a significant difference between the employees' organizational commitment and managers' transactional or transformational styles in the Asalooye Petrochemical Complex. As the mean score of organizational commitment of employees whose managers used transformational style was higher than that of organizational commitment of the employees whose managers used transactional style, it can be concluded that the managers who applied the transformational leadership style, were more successful in increasing their employees' organizational commitment.

Table 3: Mean score of employees' organizational commitment based on managers' leadership style.

Mean of employees' organizational commitment	percentage	number	Managers' leadership style
76	58%	24	transformational
57	31%	12	transactional
38	11%	4	Non-interventionist

The Test of the Secondary Research Hypothesis:

The test of the main research hypothesis revealed that there was a positive and direct relationship between the managers' transformational style and the employees' organizational commitment. In addition, the results of the analysis of managers' leadership styles showed that a great proportion of managers (58%) used the transformational leadership style. While the findings on employees' organizational commitment showed that 35%, 50% and 15% of employees had high, average and low organizational commitment, respectively.

The point is that although a high percentage of the managers used transformational leadership style, the percentage employees who had high organizational commitment was not considerably great. In fact, in spite of the fact that a great proportion of managers used transformational leadership style, most employees had average organizational commitment. This is due to positive/negative effects of mediate effective variables in the research sample. In the present study, the employees' organizational maturity is treated as the mediated variable effective on the relationship between managers' leadership styles and employees' organizational commitment. Generally, the test of the secondary hypothesis was performed as follows:

There is a significant difference between the organizational maturity of the employees whose managers used transformational and transactional leadership styles.

H₀: There is no significant difference between the employees' organizational commitment and managers' transformational or transactional styles

H₁: There is significant difference between the employees' organizational commitment and the managers' transformational and interactional leadership styles.

The level of t was lower than 0.05, so the H₁ is confirmed. In fact, there was a significant difference between the employees' organizational commitment and the managers' transformational and transactional leadership styles. So the employees whose organizational commitment was higher were more successful in making interaction with managers with transformational leadership style.

Table 4: Mean of the employees' organizational maturity scores with respect to managers' leadership styles

Managers' leadership style	number	percentage	mean of employees' organizational maturity
transformational	24	58%	62
transactional	12	31%	57
Non-interventionist	4	11%	33

Conclusion and Suggestions:

The results showed that there was a significant difference between the managers' leadership style and the employees' organizational commitment in the Asalooye Petrochemical Complex. The more the managers' leadership style moves away from transactional to transformational style, more loyalty and organizational

commitment appears among the employees. In fact, there was a positive relationship between the managers' transformational leadership style and employees' organizational commitment.

It means that the more predominant the managers' transformational leadership style is the higher the employees' organizational commitment will be and vice versa. There is also a relationship between the transactional leadership style and organizational commitment. It means that the more predominant the managers' transactional leadership style is the lower the employees' organizational commitment will be so, it can be said that the managers of organizations should change their leadership style into the transformational in order to enhance their employees' organizational commitment.

To achieve this, the managers' thinking style and abilities should be emphasized because added value will be created if appropriateness and synergy occur between the managers' thinking styles and abilities. An efficient manager is a person who creates the maximum possible efficiency for the organization based on the appropriate leadership style. So it is advice that besides use of appropriate approaches for the enhancement of the managers' competence, individuals should be instructed to move toward the alignment of appropriate thinking style with their abilities. Some of the key applicable strategies for achieving this purpose include:

- designing the training courses for the acquaintance of individuals with thinking styles, and also with the contribution and efficacy of the alignment of managers' thinking styles with their abilities for self-activation and the highest possible progress of the organization,
- holding the training workshops of management and acquainting the managers with contingent and time management so that they can adopt the best approach with respect to conditions and situations, and
- Taking into consideration the managers' thinking styles when appointing them in different positions. In this way, it is possible to select the most appropriate candidate. And witness the employees' stronger participation and satisfaction.

The results revealed that there was a significant difference between the employees' organizational commitment and the managers' leadership styles in the Asalooye Petrochemical Complex. As the employees' organizational maturity increases, the interactions with transformational managers will be more effective. It means that there is a positive, direct relationship between the employees' organizational maturity and the managers' transformational leadership. The higher the employees' organizational maturity is the more effective the managers' transformational leadership will be and vice versa. Moreover, there is an inverse relationship between the employees' organizational maturity and the managers' transactional leadership style. It means that the higher the employees' organizational maturity is the less effective the managers' interaction with the transactional managers will be. So, it can be said that organization can enhance the efficacy of transformational leadership through the enhancement of their employees' organizational maturity. The enhancement of the efficacy of the managers' transformational leadership style can also result in the enhancement of the employees' organizational commitment in organizations.

To achieve this purpose, effective strategies should be used in order to enhance the employees' abilities and capabilities in organizations so that a meritocratic environment can be established. Some of the key applicable strategies used to achieve this goal are:

- embarking on the implementation of preparative processes based on the hierarchical, evolutionary nature of the model for the maturation of human resource capabilities,
- emphasizing the necessity of the consistency and synergy of human resources strategies with the business missions of the organization for the creation of competitive advantages,
- paying attention to the enhancement of capabilities and merits, empowerment and integration of human resources, and continuous improvement, as well as the synergy of the organization's members by the senior managers of the organization,
- Appointing work teams and authorities to plan and supervise the affairs related to the enhancement of capabilities, and the empowerment of human resources in the organization, and
- Establishing the continuous, comprehensive, and effective organizational processes related to the enhancement of capabilities, and the empowerment of human resources in the organization.

Generally, it is suggested that the Asalooye Petrochemical Complex incorporate the key issues of managers' leadership styles and employees' organizational maturity especially into its policy and master-plan. The key factor to achieve this is to have a systematic attitude which helps to plan and implement coherent, well-defined measures in this regard, and obtain the maximum outcomes and advantages.

As a general conclusion, it can be stated that in order to achieve this purpose, the managers at Asalooye Petrochemical Complex should change their leadership style from transactional to transformational, and that employees should enhance their organizational maturity. Having employees with higher levels of organizational maturity helps the transformational leadership style to work effectively. So, the managers can benefit from the change in their leadership style. With the expansion of the transformational leadership style, the employees' organizational commitment is enhanced. Some more suggestions are presented as follows:

1. A comparative study of the relationship between managers' leadership styles, employees' maturity levels, and the organizational commitment in other petrochemical complexes all over Iran.

2. A comparative study of the relationship between managers' leadership styles, employees' maturity levels and the organizational commitment in the organizations at other industrial sectors.
3. A comparative study of the relationship between managers' leadership styles, and other key components of organizational productivity such occupational satisfaction.
4. A conceptualization and measurement of leadership styles, and organizational maturity and commitment based on models described in the theoretical frameworks.

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